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23 February 1954

**MEMORANDUM FOR:** Mr. Henry Loomis,  
Special Assistant to the Director, USIA

**SUBJECT:** Survey of USIA's Intelligence Needs

1. In response to Mr. Olom's request I am submitting in writing my personal reaction to the proposed terms of reference for the survey of USIA's intelligence needs.
2. The terms of reference are comprehensive and I have no additions to suggest.
3. You may wish to consider an alternative approach which perhaps is mainly a difference in emphasis. This is suggested because it is believed that all of the problems raised in Mr. Olom's paper are not of the same urgency and in some cases it would seem that they will be best answered by being worked out by responsible parties rather than the survey method.
4. The alternative proposal is as follows:
  - (a) That an officer for intelligence be established in USIA whose responsibility shall be:
    - (1) to present to USIA's policy and operating officers intelligence in the form most useful to them;
    - (2) to define and refine the USIA intelligence needs to the intelligence community.

State Department review completed

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He should be on an intimate working basis with such officers. (This suggestion is based on the now well recognized principle that a policy or operating organization such as USIA has a necessity for and a right to have its own intelligence component to meet its needs.)

(b) At least for the time being the USIA supported staff currently integrated in the State Department's intelligence organization should remain and the central staff currently attached to Mr. Olem should be attached to the intelligence officer for USIA. The latter should be modestly strengthened in order to permit more resources to tailor intelligence to meet USIA needs.

(c) That the DCI be requested to appoint a representative to work closely with the aforementioned intelligence officer of USIA and the components of the intelligence community, as well as with the policy and operating officers of USIA in examining the problems set forth in Mr. Olem's terms of reference. The DCI's representative should submit recommendations thereon to the administrator of USIA and the DCI, it being understood that it may prove most practicable to conclude on certain questions promptly and others at a later date.

**JAMES Q. REBER**  
**Assistant Director**  
**Intelligence Coordination**

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